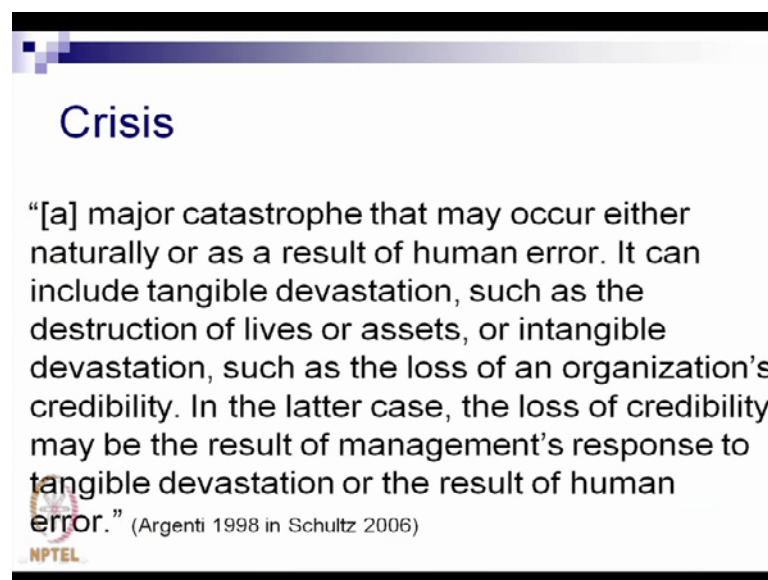


International Business Communication
Prof. A. Malik
Vinod Gupta School of Management
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Lecture - 38
Crisis Communication

Welcome back to the class on International Business Communication, we have talked about different things. Today, we will talk about topic, that is gained a lot of importance in the recent times, and that is communication during crisis. Now, I do not have a revision slide for this, because we have a lot of stuff that we need to cover in 1 hour, and we have very little time, so will straight away jumped to the topic Crisis Communication.

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What is a crisis? A crisis is a major catastrophe that may occur either naturally or as a result of human error. It can include tangible devastation such as, the destruction of lives or assets or intangible devastation such as, the loss of an organizations credibility. In the latter case, the loss of credibility may be the result of managements response to tangible devastation or the result of human error. Again as you can see from this definition, now this is the definition there are found to be the most comprehensive definition on crisis.

It encompasses everything, it encompasses the actual devastation plus the impression management. So, the actual devastation may not be as much as is caused by the post crisis communication and that is what, this definition also covers. It is the psychological,

the physical devastation as a result of human error or natural causes and this is in a book called business scenarios, a case based approach by Shoots and I will give you the reference to it.

Now, as with the rest of this course, this particular course is this particular class is also derives it is learning from various papers, various research documents, etcetera. So, I do not claim to be an expert on any of this, there are many people who are doing lot of work on many of these areas of communication. And that is why, I just taken the best I could find and compiled all of that into today's lecture.

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Emergencies that organizations may face (Mehra, 2012)

- Natural disasters
- Technical disasters
- Crisis of confrontation
- Acts of malevolence
- Acts of deception
- Management misconduct

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Some emergency is that organizations where face, one is natural disasters, you know natural disasters we had several of them in the recent years. We had tsunamis, we had all kinds of disasters in the recent years, we had volcanic eruption, we had cyclones, all of these things can effects the working of an organization. We could have technical disasters, we could have systems falling apart, we could have crisis of confrontation, where the employees go against the organization.

We could have crisis acts of malevolence, where people try and create problems or support as the working of an organization. We could have acts of deception against the organization or from within an organization and we could have management misconduct, which could includes frauds and financial irregularities, etcetera. So, there is lots examples that one can find about each of these.

Now, these are just categories and you will find a lot of different kinds of crisis, some of them are actually as a result of the working of the organization that is facing the crisis or that is in the crisis. And some of these are uncontrollable, they just happen, technical disasters could happen, because of something the organization has not done. They taken every possible precaution, but there happens to be a virus attack, there happens to be a solar surge, there happens to be some problem.

There happens to be a major power shutdown, because of natural causes that results in technical disaster program malfunctions, that could be one natural causes definitely are not in our control. Crisis of concentration also, we can only control a little bit of the situation, the rest of it could be beyond our control. So, all of these things be may or may not be prepared for all these things and that is why, is a emergencies, these come up. We could have contingency plans, we discussed in the first class even repeating this, we could have contingency plans. We could make plans for things that we anticipate, but many times, things do not happen as we plan for them. They happen in a totally different context and usually, we are not prepared and that is the time, when we termed the situation as a crisis.

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Potential hotbeds for crises (Mehra, 2012)

- Petty crimes by employees
- Neglected industrial unrest
- Mismanagement especially misappropriation of funds or power
- Consumer dissatisfaction
- Whistle-blowing
- Legal actions
- Discrimination

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Some potential hot beds for crisis, these are situations that if not controlled, that if not taken care of in the early stages, can result into massive full blown crisis. The first one here is petty crimes by employees, small things, but they add up, people may talk, they

just get out of hand and that can create a problem. Neglected industrial unrest is another one, some small issue because of which, the employees are unhappy or uncomfortable can then eventually blow up into something huge.

Mismanagement, especially misappropriation of funds or power, if you just read this whole list, consumer dissatisfaction, small things that the consumers are not comfortable with things that are just, may be in the case of medicines or consumer bills, that specifically or durables, things sort of start falling apart. You get one complaint you do not response to it, you get ten you do not respond and then suddenly there is flurry of complaints and you have to pull out everything from the market.

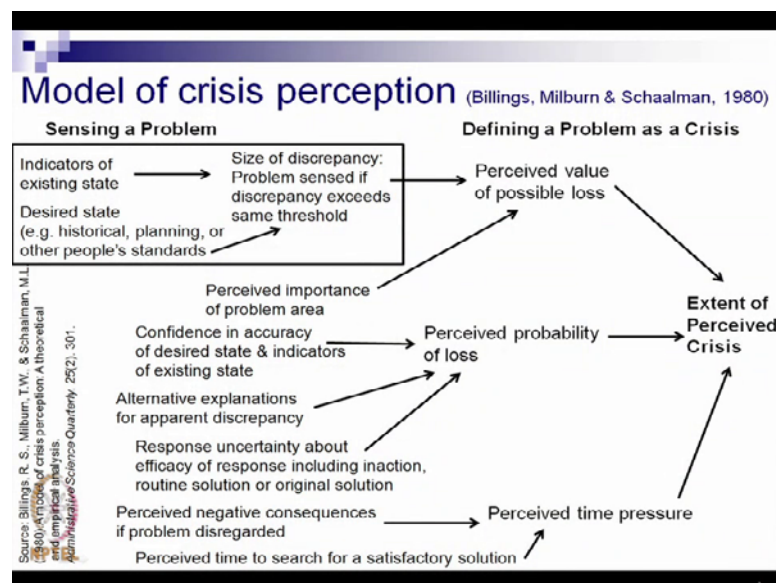
So, whistle blowing is another one, somebody blows the whistle on someone, usually the whistle blower is victimized that can really blow up into something that is totally uncontrollable. Whistle blowing should never be treated casually, whistle blowers come up, where there is a real problem. And if you see a whistle blower, you should handle the situation with care, going to the depth of the situation and instead of victimizing the whistle blower, use what the information the whistle blower has to fill up the weak links or to strengthen the weak links in your organization, to fill up the gaps in your organization, because the whistle blower is blowing the whistle, because they are feeling uncomfortable about something.

And if they are feeling uncomfortable, they could be a whole bunch of other people, who are feeling uncomfortable about the same thing, but are not speaking up about it. And if this discomfort continues, it piles on and one day just explodes boom, everything just falls flat and that can be a problem. Legal actions, again small shoots filed against the organization, that can if not handle carefully, can result in big full blown crisis or discrimination.

Acts of discrimination, make sure in this stained age of the equality, egalitarianism, legal rights, awareness of people about their rights and responsibilities. It is very, very important to focus to ensure that, no one is discriminate it against on the basis of disability, on the basis of illness, on a basis of gender, on the basis of race, on the basis of color, on the basis of educational qualifications. Skills, you cannot call it discrimination, you just call it the best fit, people are not fitting into a job, you have to shift them in the interest of the efficiency of the work that is required.

But, other than that, moving people from one point to another or taking away the benefits that somebody has, just because you do not like this color of their skin, just because you do not like the way they look, just because you think that they may not be efficient unless you had some chance to judge their efficiency in that situation. Just taking the way opportunities from people, depriving people of opportunities, because they are sick, because they are of a different gender, because there of a different race, can qualify as discrimination can get you into major trouble. So, again these things should be handle very, very carefully.

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A model of crisis perception, now this is a difficult thing, but I thought I would share this with you, permission is awaited. The source is mentioned over here, I did not have space, so I just put at on the side, I have staggered these points here. So, you know that, these are different points, not the same paragraph here, anyway where do you start with a problem and how does this problem become a crisis. This diagram really outlines, how sensing a problem, eventually translates into the definition of a problem as a crisis.

And this is by a paper by a Billings, Milburn and Schaalman, that is called a model of crisis perception, a theoretical and empirical analysis. I happen to have the paper here with me, I am going to give you the reference to it, this is the paper, it is called a model of crisis perception. I just recreated this diagram that is, on this page, this is from the administrative science quarterly volume 25 issued to page number 301. And so I just

recreated this diagram and I will just explain it to you, how do you define a problem as a crisis.

You sense a problem, there are indicators of existing states, now before we go into this, remember we have talked about antecedent conditions in conflict management, that model can be extrapolated to pretty much anything, any human behavior. You have antecedent conditions, you have something that perceived, you have something that is felt, it manifests itself, there is an aftermath that feeds back into this whole situation. The same thing happens here, there are some antecedent condition and again you can expand that model to any place that you want, but that is pretty much what most of these things fit into.

Again I keep going back in forth, because in these social sciences, things are linked, you do not have things that are linear. Everything is linked to something that you may have talked about in the past, everything is linked to something that you may talk about in the future, so that is what this is. A model of crisis perception, we have indicators of the existing state, there is a desired state, which is historical planning or other people standards and as always I forgot to close the bracket.

Size of discrepancy, which is the problem sensed, this indicatives of existing states leads to the size of discrepancy, which is the problem sensed if discrepancy exceeds some threshold. It should same, it should be some threshold, desired state is there, so there you are where am I and where I should be. And all of these contributes to a state of discrepancy, yes this is where I am, but this is where I should be and that something going on your head, why is there discrepancy.

There is threshold that has been exceed, my tolerance level is crossed and this is what this is, that leads to perceived value of possible loss. I have lost x, this is what I should be getting, this is what I am getting now, I have lost this much. There is a quantification of the loss where is a perceived value, it may or may not be correct, but in my mind I have lost so much. Perceived importance of problem area, here in the diagram also contributes to the perceived value of possible loss.

So, the difference between the desired state and the current state and the perceived importance of the desired state, leads to our judgment of or our perception of a possible loss, this is how much I would have had if I had the opportunity that has been promised

to me. That then confidence in accuracy of desired state and indicators of existing state, so I feel I should be getting this much. But, how confident I am, if I am real confident then that leads to my belief that, yes there has actually been a lose, it is not something that I have thinking about in the air, there has actually been a loss.

Alternative explanations for apparent discrepancy, again I do not have what I should have had, because of these reasons. Response uncertainty about efficacy of response including inaction routine solution or original solution, again I do not know how I would have reacted or the response that I would have got, if I mentioned these to somebody. All these sort of leads to our belief, that there has been some loss, that leads to perceived probability of loss.

If I had acted a certain way, I would have got it but then the scent, the uncertainly I have also leads to my sensing the loss. If I had acted, maybe I would have got it, maybe I would not have got it. Or routine solution, if I had applied a routine solution or if I had come up with different solution, I am not sure of, how that would have felt or how that would have fed into my getting, what I think I deserve, all of these things leads to the perceived probability of loss.

There is a perceived value, there is a perceived probability of loss, yes I have lost something, I am confident I have lost something. Response uncertainty, this we covered, perceived negative consequences, if the problem is disregarded, I choose not to respond. If you remember in the persuasion section or in the conflict management thing, we said that, in the model of conflict, the process of conflict we said that, if we do not do anything, it just piles on.

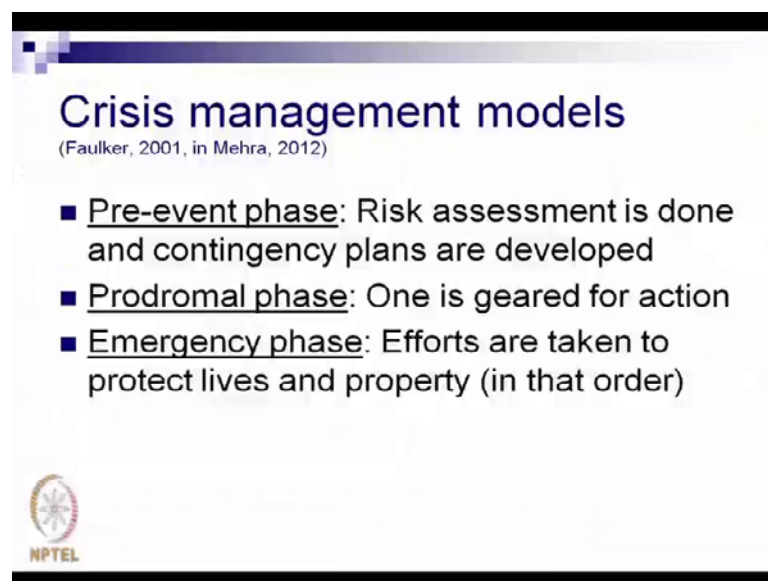
There are perceived negative consequences if the problem is disregarded, if I choose not to act on what I think I have lost then what will happen. Perceived time to search for a satisfactory solution, again I do not know what will happen, if I do not act on it, this is what I will lose more, in addition what I have already lost. This is the mode of time I have to take care of, what I think I have lost, that adds up to the perceived time pressure, this is the pressure I am feeling, this is what I am feeling right now, this is what I think I lost.

All of these perceived value of possible loss, perceived probability of loss and perceived time pressure, all of these combines to form the extent of the perceived crisis. This is the

crisis, I perceived, now depends on of big I am as a human or as a group of people or as an organization. The crisis is first perceived from the point of, if you see, it is all feeling, I sense a problem, I sense I perceive the value of loss, I perceive the probability of loss, I perceive the time pressure and I decide that, it is a crisis based on all of these factors.


This is how, a mountains becomes a molehill, again there is a paper, if I will start looking for it, I will waste some time, but there is a people that talks about, how mountains become, how molehills become mountains. I am not sure if I have it somewhere here, but anyway, no I am not able to find it, probably not, any way I will give you the reference to it, that is again by the same author, I think it by Billings and Milburn. So but I will give you the actual reference to that paper, where this whole process of a mountain of a molehill becoming a big mountain, just because we feel that is a big mountain, is explained.

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Crisis management models
(Faulker, 2001, in Mehra, 2012)

- **Pre-event phase:** Risk assessment is done and contingency plans are developed
- **Prodromal phase:** One is geared for action
- **Emergency phase:** Efforts are taken to protect lives and property (in that order)

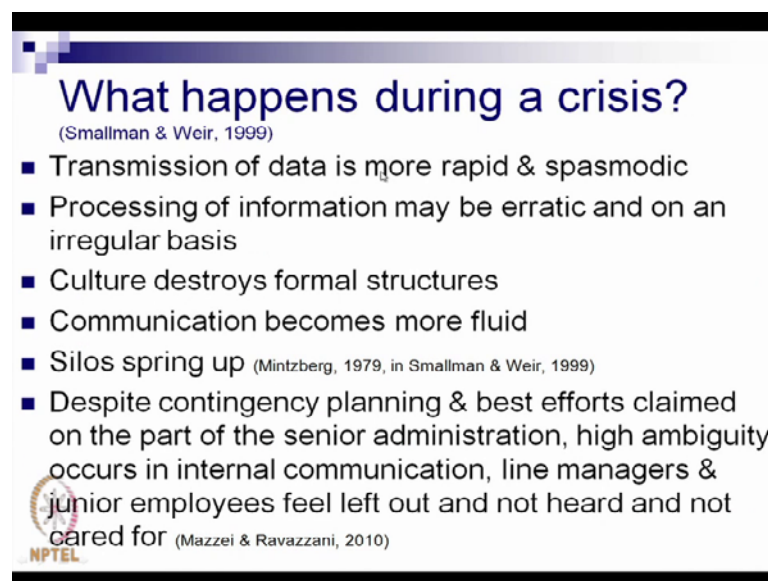


Crisis management models, how do we manage crisis, we have a pre event phase, there is a risk assessment that is done in contingency plans are developed. There is prodromal phase, one is geared for action and then there is a emergency phase, when the actual crisis raise, efforts are taken to protect lives and property in that order and then we move on to impression management. Contingency planning for a crisis, how do you plan for a crisis, you identify general and specific vulnerabilities.

So, you find out, where one can lack and again this is the preplanning stage, how do you plan in the case crisis strikes, what do I lack, where I am weak. Identification of these stake holders, who will be effected, identification of key members who will act when the organization is affected. Identification of communication channels, please focus here thank you, how will we send the message, where will we send the message through, what will we send the message through.

Post crisis communication, crisis recovery and reputation management, how we will recover from the crisis and how will we manage our reputation after the crisis has struck. So, this is how, you plan for a crisis when you sense that something is missing, going back to the previous module, here you find that, this size of discrepancy is there. There is something wrong, something is happening that should not happen and then once you sense this then you plan for the crisis.

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What happens during a crisis?
(Smallman & Weir, 1999)

- Transmission of data is more rapid & spasmodic
- Processing of information may be erratic and on an irregular basis
- Culture destroys formal structures
- Communication becomes more fluid
- Silos spring up (Mintzberg, 1979, in Smallman & Weir, 1999)
- Despite contingency planning & best efforts claimed on the part of the senior administration, high ambiguity occurs in internal communication, line managers & junior employees feel left out and not heard and not cared for (Mazzei & Ravazzani, 2010)

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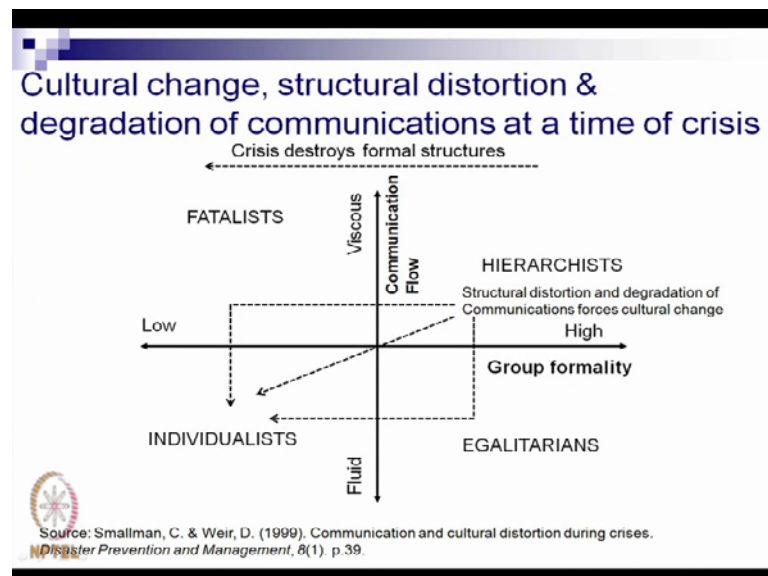
What happens during a crisis, in a crisis, lots of things happen, but specifically we respect to communication, the transmission data and information is more rapid and spasmodic. It goes fast and it goes in bunch, it goes boom and then stops and boom and stops, that is like a spasm. Processing of information may be erratic and on an irregular bases and again, because everybody is feeling that, pressure information may not be processed, as it is suppose to be processed.

Culture destroys, formal structures and again the culture of the organization, if it is a very vertical organization, that sort of deform structures to formal channels of communication are destroyed, because of the organizational culture. Communication becomes more fluid, the communication sort of, it leaks from various places, it does not moves in the direction of suppose to move.

Silos spring up, silos are these in closed networks of people, these clicks people just get together with people they feel most comfortable with and networks of those clicks spring up, specially because of the ease of communication between the clicks. Despite contingency planning in best efforts claimed on the part of senior administration, high ambiguity occurs in internal communication. Line managers and junior employees feel left out and not heard and eventually not cared for, because the information is spasmodic, it is rapid, it is just inspires, no one know what is happening, where it is happening.

So, the smooth functioning is disrupted and that results in this kind of a situation, where people at the front line people, who can actually do something do not really know what is going on and this is some of the things that can happen to the communication and an organization when a crisis strikes.

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Cultural change, structural distortion and degradation of communication that the time of crisis again, this is from a paper by Smallman and Weir or Weir, I am sorry for the pronunciation. Communication and cultural distortion during crisis published in disaster

prevention management, I have that paper somewhere here, but I am not going to waste time pulling it out. What happens is, there are four kinds of people here, we have the fatalist, we have hierarchies, we have a egalitarians and we have individualist.

Fatalist are low on group formality and the communication does not really reach them as smoothly as it should. Hierarchies, the communication flow is viscous, but they are very high on group formality, so they are integral parts of the group. Egalitarians are, where the communication is fluid and there is high group formality, everybody is high and all these high pedestals are together.

The individualist are low on group formality, they say we are all independent and the communication is very fluid communication reaches them. But, they not really part of the clicks in the organization, they are not very high on expressing hierarchy and so the communication is fluid. Now, these are the four quadrants within an organization, what happens is, when crisis strikes and destroys this formal structures, the communication flow which is going on smoothly, all becomes fluid, the formality becomes low.

The structural distortion leads to everybody becoming an individualist. where people are just fending for themselves, where people are just fighting for themselves, they are trying to save the selves, they are trying to save the reputations and the structure of the organization is destroyed. The hierarchies also become individualist, because they are hunting for information, they are looking for information, crisis has taken everybody trying to save themselves.

So, eventually, group formality vanishes, the communication comes on sparse but then all of it comes together, there is no time to filter out the communication and send it to different hierarchical channels and that really happens in a crisis. The communication degrades, it becomes lesser but then whatever is available, is available to everybody.

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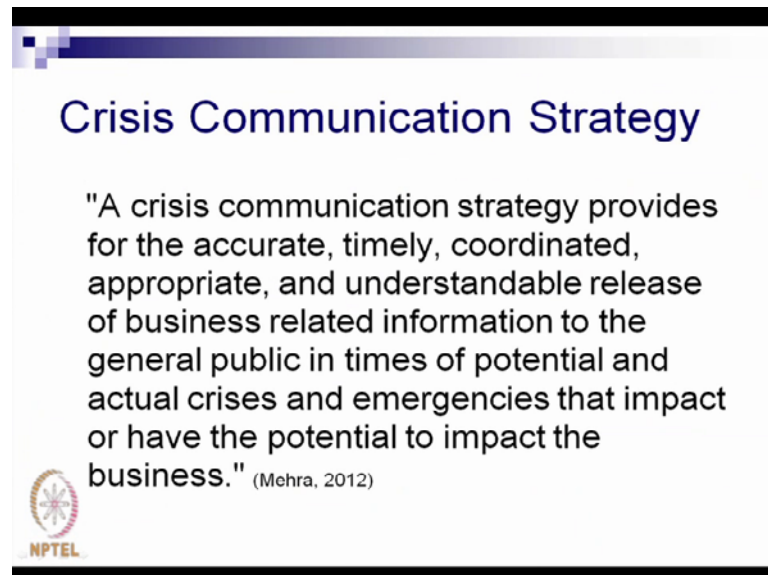
Why do we need to manage communication during a crisis, what happens is, the reduction of the level of negative emotions that is experienced by stakeholders leads when we manage communication in a crisis situation. There is a reduction in the level of negative emotions experienced by stakeholders. We handle communication, we give information to people, who really require it and then people's negative emotions are minimized. People feel less uncomfortable, they start feeling more, more comfortable in the situation, we know that, somebody is looking after their interest.

This leads to a reduction of the threat to the reputation posed by the crisis, so there is a threat to corporate property lives depending on, what the crisis is. Big threat is to the reputation, which is a key factor in the purchase intention of any of the consumers of any business and that is really where, all this is going. There is a reduction of threat to reputation posed by the crisis, that leads to a reduction of likelihood of negative word of mouth and that in turn leads to a reduction of the likelihood of the impact of the crisis on purchase intention.

You reduce the negativity in the emotions of the key stakeholders, that eventually percolates to the word of mouth that they spread, they say yes we when hit by something, something had gone wrong, somebody has brought up, weather is went bad, buildings fall in down, there is when an earthquake whatever, but we have been kept in the loop. Once


they feel that then their intention to trust you, will still be heighten and that is really what this does.

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Crisis Communication Strategy

"A crisis communication strategy provides for the accurate, timely, coordinated, appropriate, and understandable release of business related information to the general public in times of potential and actual crises and emergencies that impact or have the potential to impact the business." (Mehra, 2012)



Crisis communication strategy provides for the accurate, timely coordinated, appropriate and understandable release of business related information to the general public in times of potential and actual crisis and emergencies that impact or have the potential to impact the business. I found this to be very, very comprehensive, this is from book by Prof. Payal Mehra, I will show it to you in the last class, I found this to be very good Indian students.

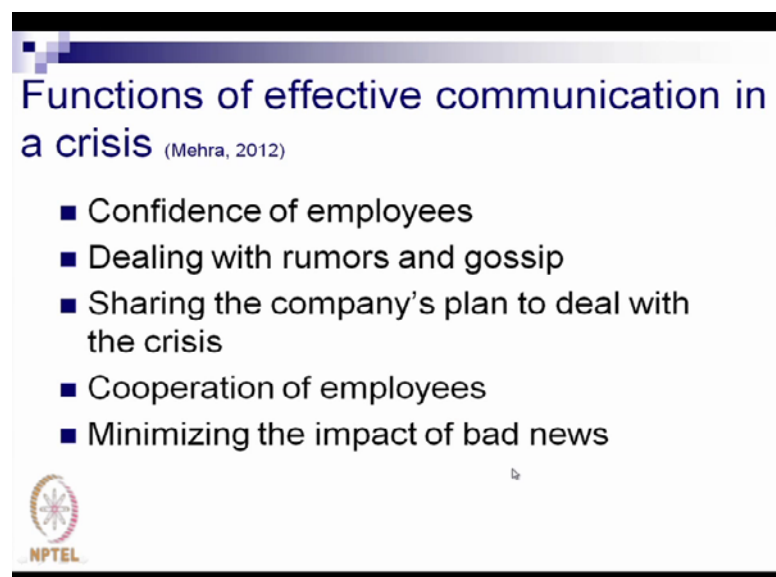
Again I do not know Prof. Mehra personally, but I just caught this book from my publisher contacts. And it is a very good book, if you want a concise book on business communication, I would recommend this, I show you this book.

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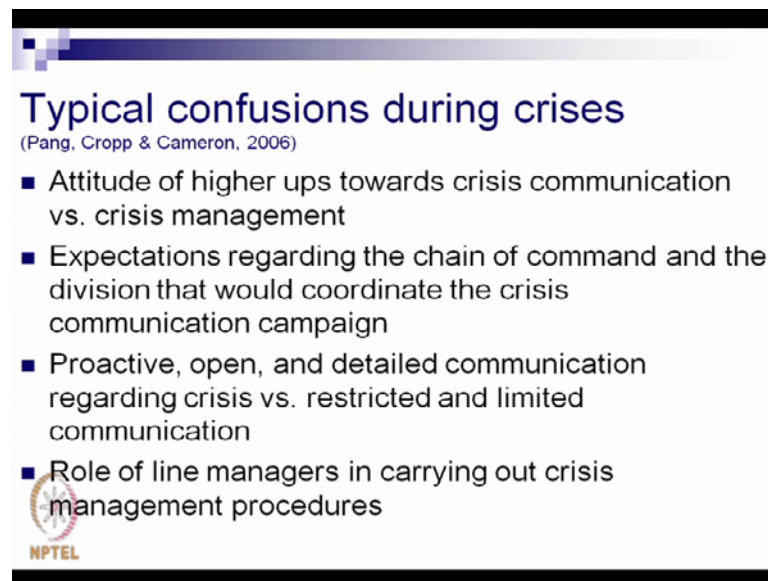
So, this definition is from that book, overview of crisis communication process, you have a crisis, you have a crisis response team, where people are responding to the crisis, they have been taught what to do. We choose the appropriate medium, they have new media website social networking, etcetera, they have traditional media, news papers, press conferences, etcetera. They inform the relevant people through this media and then they come up with the communication response plan, which really helps them deal with the crisis, very, very simplistic view of, how crisis communication happens.

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Functions of this effective communication in a crisis, what happens is, if we deal with communication effectively in a crisis, the employees become more and more confident. It helps deal with rumors and gossip, it helps share the companies plan to deal with the crisis, it helps the employees cooperate with each other and it helps minimize the impact of bad news. So, we really need to manage crisis, all of these things are interrelated here.

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Typical confusions during crises
(Pang, Cropp & Cameron, 2006)

- Attitude of higher ups towards crisis communication vs. crisis management
- Expectations regarding the chain of command and the division that would coordinate the crisis communication campaign
- Proactive, open, and detailed communication regarding crisis vs. restricted and limited communication
- Role of line managers in carrying out crisis management procedures

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Some typical confusions that come up during crisis, the first one is the attitude of higher ups towards crisis communication versus crisis management. And again these are noted as Skisums or Shisums in the paper where Pang, Cropp and Camaron that was published in 2006. And they say, that these are some divisions in the taught process that people feel differently about these things. One group of people in the organization will feel that communication has to be managed.

So, communication is more important than managing the crisis, it is more important to let everybody know, what is happening than to deal with, than to have few people deal with situation and others running around like headless chickens. Now, again different people feel differently, the other people feel there is another group of people that feels, that if you inform the key stakeholders what is going on, it is better.

One group of people feels that, if you manage it, you do not sprite it as much, let the people who are responsible for things do what they suppose to do, that will help reduce the negative feelings that people have about the crisis situation. Expectations regarding

the chain of command and the division that would coordinate the crisis communication campaign, again who is responsible for what becomes a bone of contention, what should who be doing.

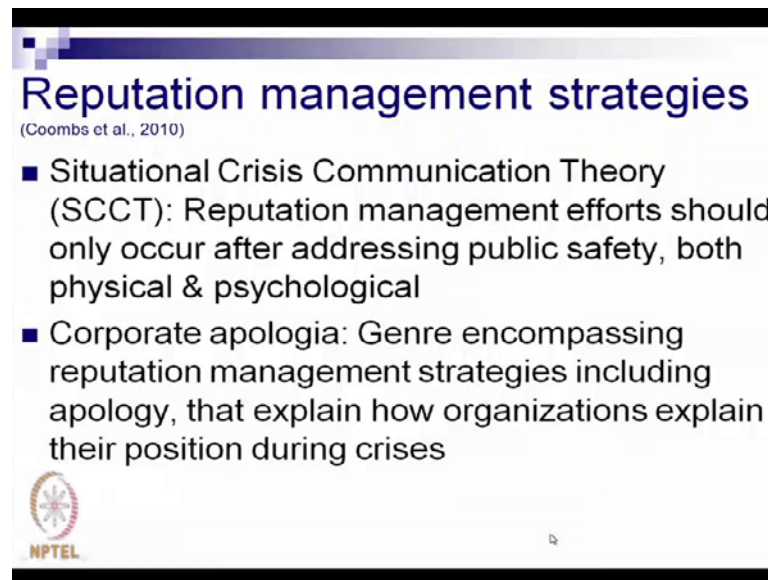
So, should they shift the responsibility, should the top management be looking after it should only one division be dealing with it. You say you just wash your hands off and say, I cannot do any more in this, this is all I can handle, this is beyond my control, this is beyond the purview of my assignment, I am not going to deal with it for fear of it, bringing a bad name. So, that is always a cause of confusion, proactive open and detailed communication regarding the crisis versus restricted and limited communication.

What really happens is, should you be proactive, should you be open, should you be detailed or should you restrict and limit your communication to only the team members, who are actively involved in managing the crisis. Again there are two views, confusions, the resolutions depends on, what your organization at that point of time feels best for it. I am just telling you that, these are the things that will come up, do not be surprised.

Role of line managers in carrying out crisis management procedures, should line managers be informed, should they be involved, what one of the line managers or one of the front line workers is really responsible for the crisis then what you do. So, all of these things come up as confusions and they need to be dealt with very, very sensitively and that is where, communication and effectiveness of communication the unambiguous clear communication comes in.

That is where, you need to know, why your saying, what you are saying, how you are saying it, when do you say it and to who you saying what and how will it impact the whole situation and that is where, whatever we have talked about till now, so starts playing in.


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Reputation management strategies

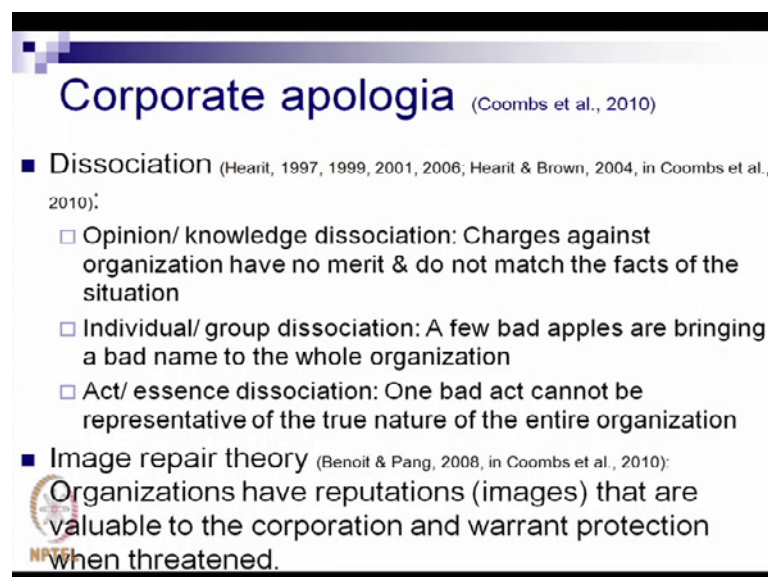
(Coombs et al., 2010)

- Situational Crisis Communication Theory (SCCT): Reputation management efforts should only occur after addressing public safety, both physical & psychological
- Corporate apologia: Genre encompassing reputation management strategies including apology, that explain how organizations explain their position during crises

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Reputation management strategies, situational crisis communication theory called as SCCT, it is the reputation management efforts should only occur after a dressing public safety, both physical and psychological. The second reputation management I mean, one of the reputation management strategies is corporate apologia, which is a journal encompassing reputation management strategies, that include apology, that explain a organizations explain their positions during crisis ideas to apology or through other strategy, that we will just talk about.


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Corporate apologia

(Coombs et al., 2010)

- Dissociation (Hearit, 1997, 1999, 2001, 2006; Hearit & Brown, 2004, in Coombs et al., 2010):
 - Opinion/ knowledge dissociation: Charges against organization have no merit & do not match the facts of the situation
 - Individual/ group dissociation: A few bad apples are bringing a bad name to the whole organization
 - Act/ essence dissociation: One bad act cannot be representative of the true nature of the entire organization
- Image repair theory (Benoit & Pang, 2008, in Coombs et al., 2010):
 - Organizations have reputations (images) that are valuable to the corporation and warrant protection when threatened.

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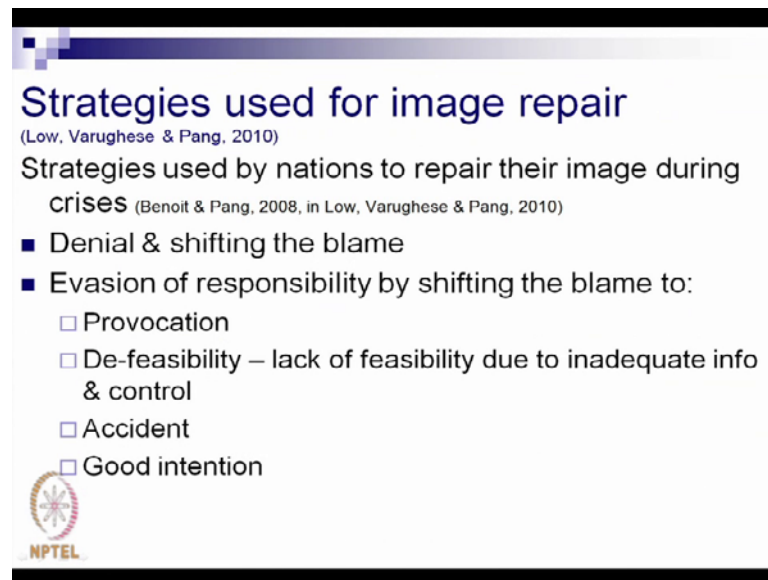
Corporate apologia could be a various types, you could have dissociation which means, removing yourselves from the situation, dissociating form the situation and you could have three types of dissociations according to Hearit, etcetera, in mention and Coombs and associates 2010. Opinion on knowledge dissociation you say that, the charges against the organization have no merit and do not match the facts of the situation, so whatever the media saying is all rubbish, it does not make sense.

Individual or group dissociation you say that, a few bad occurs are bringing a bad name to the whole organization, yes a few employees in the organization did something wrong we admitted, it does not mean that the whole organization is bad. Act or a sense dissociation is, when you day that, one bad act cannot bring bad name to the whole organization and to it is reputation forever, yes we faltered we made a mistake. But, that does not mean that, we will always make a mistake, that does not mean that, we all like this, this one bad act is not representative of our entire value system.

So, we are dissociating, we are removing ourselves, we are pulling ourselves back from the situation. Image repair theory takes about, please focus on the screen thank you, image repair theory talks about or explains that, organizations have reputations or images that have valuable to the corporation and warrant protection when threatened to the valuable to the corporation or the organization. And they need to be protected when they are threatened, so our image is very important, I just told you why image is important.

The image really leads to word of mouth, which really feeds back into the negative emotions, people experience. All people, all these stakeholders have, except for the actual people, actual team members and who are all dealing with the crisis, what all that everybody else has, is the impression, is what media tells them and that needs to be managed aggressively.


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Strategies used for image repair
(Low, Varughese & Pang, 2010)

Strategies used by nations to repair their image during
Crises (Benoit & Pang, 2008, in Low, Varughese & Pang, 2010)

- Denial & shifting the blame
- Evasion of responsibility by shifting the blame to:
 - Provocation
 - De-feasibility – lack of feasibility due to inadequate info & control
 - Accident
 - Good intention

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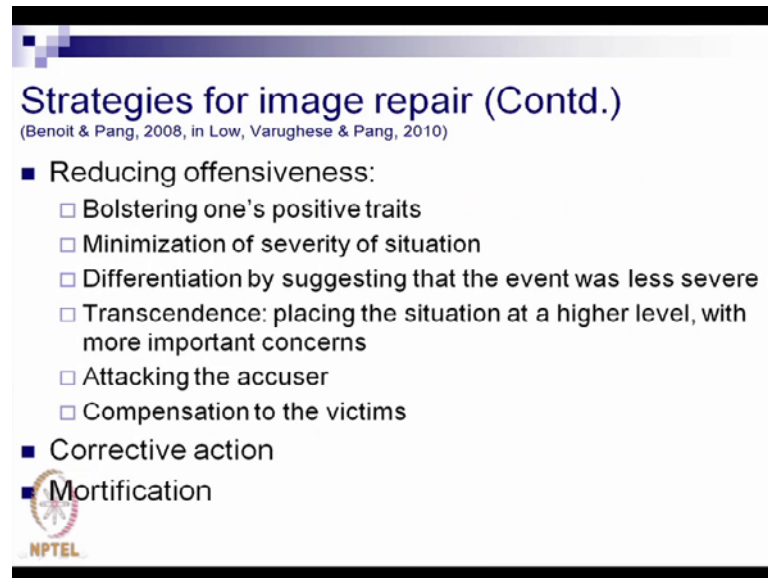
Some strategies used for image repair, how do nations, now we are talking about international image repair. Again I have jumped, these things are interrelated, we are talking about international business communication. This specific paper dealt with the international image repair strategies and I will give you the reference to it, what do different nations do in order to repair their image internationally. One is the Denial and shifting the blame, it does not, I do not know who did it, it is not my fault, first reaction, any one's first reaction when they are caught doing something wrong.

Evasion of responsibility by shifting the blame to provocation, I was provoked, I am not responsible for it. Because, under normal circumstances, I would not have done it, but it kept adding on, it kept adding on and on and on and on and finally, one day I blew up, it is not my fault, because I was provoked, I would not have normally done this. Defeasibility, lack of feasibility due to inadequate information and control, this would not have happened if I had the information that was required for me to function effectively in this situation.

If I had control over the situation, it would not have happened, because I had no control over the situation, this happened. So, one I have provoked, two I have no control or little information that is resulted in my doing this. So, your essentially shifting the responsibility, evading responsibility, I am not responsible, either it is lack of information or lack of control or it is provocation that is responsible.


Accident, it happens by accident, I could not have prevented it, it was sudden or my intention was good, I had very good intentions, I did not intend to hurt a feelings, I did not intend to do something to do something wrong, but it happened, sorry for it. So, you sort of evade the responsibility, because my intention was good, I cannot be held fully responsible for this act.

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Strategies for image repair (Contd.)
(Benoit & Pang, 2008, in Low, Varughese & Pang, 2010)

- Reducing offensiveness:
 - Bolstering one's positive traits
 - Minimization of severity of situation
 - Differentiation by suggesting that the event was less severe
 - Transcendence: placing the situation at a higher level, with more important concerns
 - Attacking the accuser
 - Compensation to the victims
- Corrective action
- Mortification



Reducing offensiveness, how do you reduce the negative effects in a crisis situation, one is bolstering one's positive trait. You said, yes something is gone wrong, but look at all these positive things I have, we are good organization, we have a reputation for being a very employee friendly organization, we do so much of social work, we treat our employees well, we agree in, we look after the environment. So, all of this sort of, should take away the negative effect of the crisis situation.

Minimization of this variety of the situation, you just say that, it is not as severe as it is made. It is the severity is, you do not treat, you do not acknowledge the severity of the situation, you do not say it, but you do not acknowledge the severity of this situation, you do not take active steps to counter the perceived severity of this situation. Differentiation is, when you actively suggest that, the event was less severe than it is being made out to be or than it is being made out by the media, by the press, by the employees, you are feeling it too much, it was not as serious as you think you are feeling about it.

Transcendence is placing the situation at a higher level with more important concerns, transcendence is you place the situation at a higher level and you say that, I have more important, the situation is not as important, there are other things that are more important than this situation. You attack the accuser, you say it was somebody else's fault, this person whose accusing me of doing something wrong is really the person who has so many bad things in his past.

Compensation to the victims, you say yes we made a mistake, but we are going to compensate the victims and we will take care of all the negative things that have happened to you, so please do not blame us, so you to reduce the negative effects. Corrective action, we take corrective action to repair or image, we say yes we made a mistake, we are sorry, this is how we will correct it. Mortification, heavens have come crashing down, we are at a loss, please save us, admit your mistake and then just fall flat and you say, we are mortified, we did not expect this, we are sorry, you apologize, you take responsibility for it and sort of go from there.

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Culture & image repair

- Contextuality of cultures: Strategies for impression management dependent upon culture
- Uncertainty avoidance
- Face negotiation
- Long-term vs. short-term post crisis relationship

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Culture and image repair, how do you repair the image paste on you culture, you have contextually of cultures, which determines the strategies for impression management dependent on the culture. So, what are your goals, what you really want to do, determines how you manage impressions, is your goal to repair the image of the

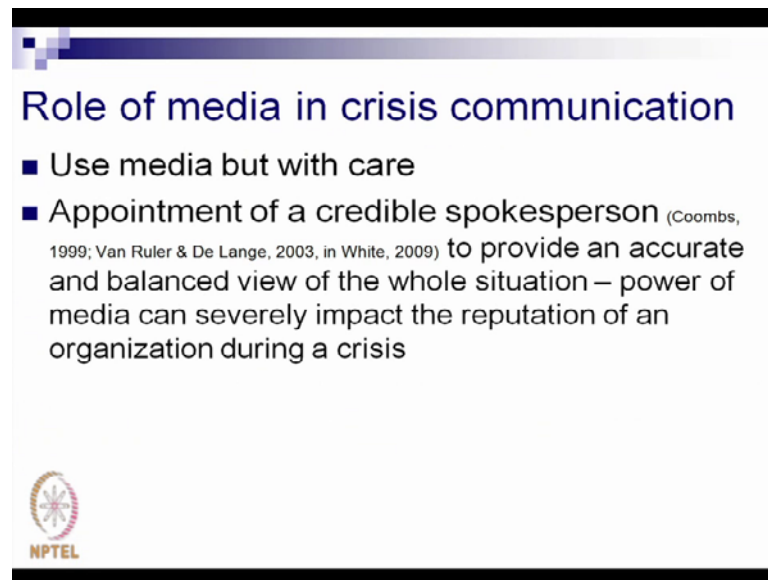
organization, is your goal to make people comfortable, is your goal to achieve your to earn tons of money no matter, what.

What is your goal and that will determine, how your cultural background, your cultural underpinnings will determine, how you repair the image that has been badgered, because of this crisis. Uncertainty avoidance, again we have talked about these things in the class on intercultural communication, I will revise them in the last lecture also. There is uncertainty avoidance, we tried and avoid uncertainty and again that depends on, which culture we are coming from.

Face negotiation, are we trying to manage the public image of the organization or are we trying to manage the public image of the employees onward or are we trying to manage the public image of the wrong doers in the organization. Long term was a short term post crisis relationship, what kind of a relationship do you want with the people, who have been affected as a result of the crisis. Do you want a long term relationship with them, in that case, may be the corrective action may be compensation to victims, would be helpful, may be the other strategies may not worth as well, even mortification might have.


Evasion of responsibility denial and all may not work, good intensions may work, people have a reputation, but other things may not work. If you have a short term, if you want to end the relationship with the stakeholders as soon as crisis is past, you just trying to get out of this situation. Then you could resort to the face damaging tactics, you could resort to the, you could say I am better and it is your loss that, you are not really in this relationship with me. It is your loss that you are pointing a finger at me, because I am going to be more successful and I do not care what happens to you after this whole situation is over and has blown away.

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Role of media in crisis communication


- Use media but with care
- Appointment of a credible spokesperson (Coombs, 1999; Van Ruler & De Lange, 2003; in White, 2009) to provide an accurate and balanced view of the whole situation – power of media can severely impact the reputation of an organization during a crisis



How does media play a role in crisis communication, you need to use media, but with a lot of care. Appoint a credible spokesperson to provide an accurate and balanced view of the situation, the power of media can severely impact the reputation of an organization during crisis. People listen to what is said on TV, on the news, people listen to what is said on television, people listen to what is said in the news, people pay attention to what has been discussed in the media.

So, you should appoint a credible resource, a credible spokesperson to deal with the media, who can provide an accurate and balanced view of the whole situation, who can give the stakeholders the kind of information they need from you, as the or from the organization that has been affected by the crisis.

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Using media to deal with crises
(Mei, Bansal & Pang, 2009)

- **Stage 1: Issues Management**
 - Control development of company's website
 - Update emailing lists & contact databases
 - Implement media monitoring service for online media
 - Register all possible domain names
 - Familiarize corporate communications team with the virtual world




How do you use media to deal with crisis, the first stage is you manage the issues, control the development of a company's website. Now, we are talking about medias specifically, we talked about what a crisis is, how do you manage crisis, now we are talking about how you can use media to deal with the crisis. The first stage is, you manage the issues, you control the development of the company's website.

You put up the correct information, you put up what goes up, what comes down, how people perceive it, number of hits, who is viewing it, get all those details, update emailing list and contacts databases, keep people in the loop. If you have a contact database, where you can share information, make sure you have the right information, implement media, monitoring service for online media, again you can monitor who views your media, how it is used, how many downloads, what people do with this medias.

So, you have to, you should implement the monitoring service, register all possible domain names, you have different domain names. Make sure, people do not go to a competitors website with a different domain name, we all had experiences where we typed a wrong domain name and it takes us to undesirable sites. So, this is one way of handling the media, find out what different domain names can be and register yourself on all of these different domain names.

It can be little expansive, but it helps you in the long run and manage those domains so that, anything remotely similar to you, comes to you, comes to your company's website, instead of going to another company website. Familiarize corporate communications team with the virtual world and what the virtual world can do, the power of the virtual world.

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Using media (Contd.) (Mei, Bansal & Pang, 2009)

- Stage 2: Planning and prevention
 - Identify prominent online influencers/ opinion leaders
 - Utilize new media technologies to establish online monitoring alert system
 - Create a hidden or 'dark' website
 - Consider tone & language of online world
 - Adopt a global mindset
 - Develop online crisis manual & test it

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Planning and pretension, identify prominent online influences and opinion leaders, who plans about you, what do people say about you, who writes things on twitter about you. So, find out all of these online influences and opinion leaders, find out what they are saying, why they are saying, what they are saying and identify them and that can help you plan and prevent the crisis, plan for the crisis and prevent it. Utilize new media technologies to establish online monitoring alert system.

So, you have new media technologies, where you can use the internet, you can use blogging, you can use blitz serves, you can use advertisements on television, so have some technology that can help you monitor the alert systems for crisis. Create a hidden or dark website, have a backup website, where you put they also desirable information, but actual factual true information about yourself, have that ready just in case you caught on the wrong foot.

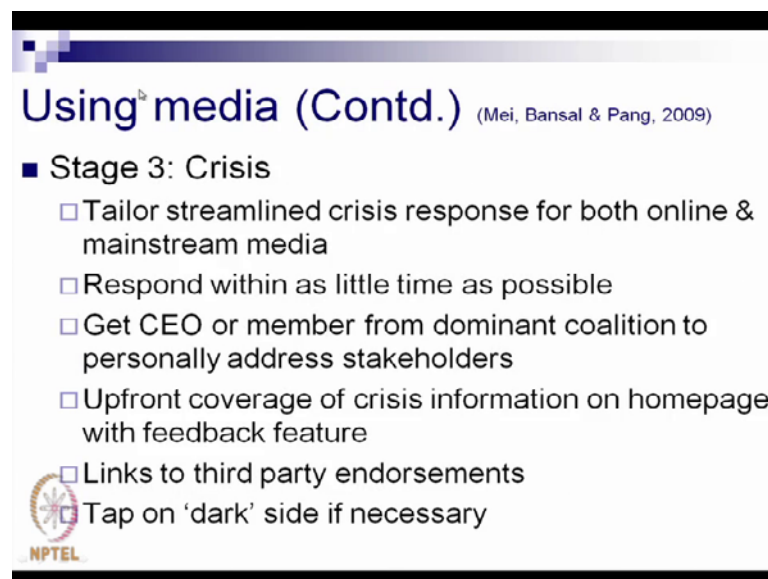
If you are, you should be the one giving people the correct information, they should not be signing out this bad information about you from a different source, you has the

organization should be giving them the accurate information. Consider the tone and language of the online world, find out what the online world requires from you, find out what kind of language they use, how this language affects the tone, how this language affects, how they think of you.

Adopt a global mind set, in times of crisis, find out what people want from you and learnt to accept difference as difference again, see things in different perspectives, agree to or look at things from different perspectives, see what people can see as right and what people can see as wrong. May or may not be the same as what you are trying to say, but adopt a global mind set, develop online crisis manuals and test it.

So, develop in manual that you can use in terms of crisis that you can share with different parts of your organization and test the manual. Test the efficacy of the manual, test how your employees and stakeholders responds to what is mentioned in the manual.

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Using media (Contd.) (Mei, Bansal & Pang, 2009)

- Stage 3: Crisis
 - Tailor streamlined crisis response for both online & mainstream media
 - Respond within as little time as possible
 - Get CEO or member from dominant coalition to personally address stakeholders
 - Upfront coverage of crisis information on homepage with feedback feature
 - Links to third party endorsements
 - Tap on 'dark' side if necessary

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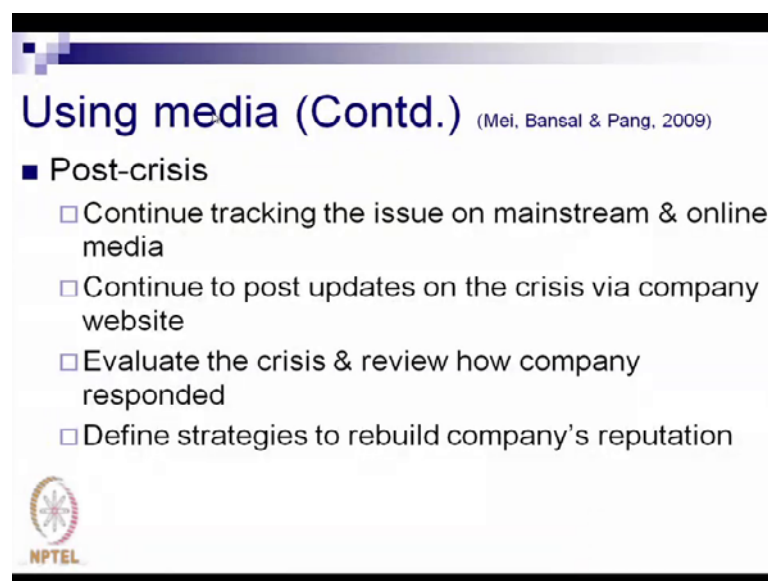
During the crisis, Tailor streamlined crisis response for both online and main stream media, have a streamlined crisis response, tailor it for online media, tailor it for main stream media, tailor it for print media, tailor it for traditional media. So, have a crisis response ready and have this different variations or different applications of this crisis response ready. Respond within as little time as possible, now according to this paper, it says 4 hours, I do not know if that is even feasible.

But, and that is why, I replace the word, the phrase 4 hours with as little time as possible, preferably within a couple of hours, respond to the crisis from your side, deal with the media. Let them know that you are on top of the things, because as soon as your stakeholders know that, you are taking care of things, the better it is for you and your organization. Get your CEO or member from dominant correlation to personally address the stakeholders, find someone senior to address the issue, find someone senior to personally talk to these stakeholders and give them the information that they need.

Upfront coverage of crisis information on home page with feedbacks feature, so there should be all the information that is required about the crisis should be up on your home page, there should be a feedback feature on your home page that helps these stakeholders get in touch with you and please do not have this features just for the ((Refer Time: 47:30)). Make sure that, people are actually getting the responses that they are looking for, so you expect feedback from them, let them respond to or do respond do appoint somebody to responses to their concerns.


Links to third party endorsements, have people who are reputed say good things about you and provide those links on your website, tap on the dark side if necessary. If necessary during the crisis, definitely use the dark side, say yes this is the real negative truth about our organization, but we are telling you, so that you do not get the incorrect information from someone else.

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Using media (Contd.) (Mei, Bansal & Pang, 2009)

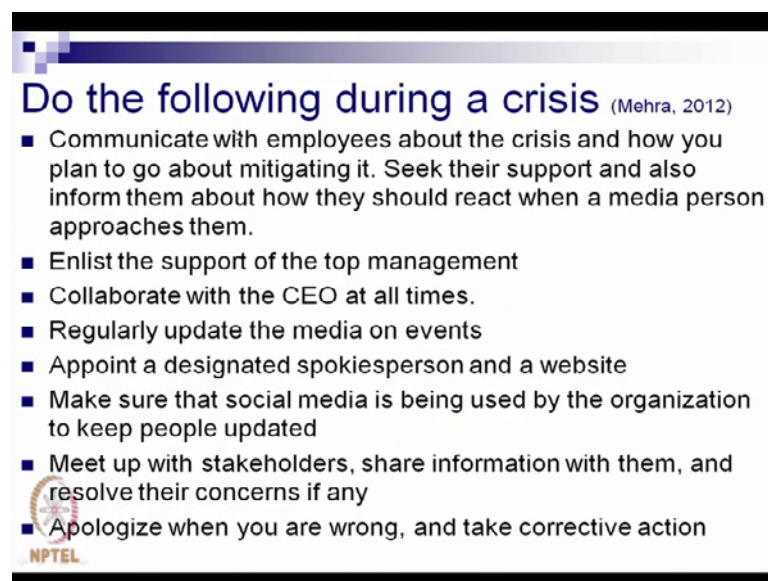
- Post-crisis
 - Continue tracking the issue on mainstream & online media
 - Continue to post updates on the crisis via company website
 - Evaluate the crisis & review how company responded
 - Define strategies to rebuild company's reputation

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So, you should be the one sharing the accurate information about yourself through the media with the people and that is how, communication helps during a crisis. Post crisis, you dealt with the situation, now after the crisis is over, continue tracking the issue on main stream and online media, continue to post updates on the crisis via company website. Track the issue on main stream media, track the issue on online media, ask people what they are feeling about it, ask people what they are saying about it, ask people what they feel about it.

Post updates on the crisis via the company website, evaluate the crisis and review how the company responded to your crisis. Define strategies to rebuild the company's reputation, find out what the crisis resulted in, find out how your organization has responded to the crisis define strategies, short out strategies with the help of your colleagues with the help of the other stakeholders in the organization and rebuild the company's reputation by using the same media, that ended up damaging the reputation damaging your reputation.

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Do the following during a crisis (Mehra, 2012)

- Communicate with employees about the crisis and how you plan to go about mitigating it. Seek their support and also inform them about how they should react when a media person approaches them.
- Enlist the support of the top management
- Collaborate with the CEO at all times.
- Regularly update the media on events
- Appoint a designated spokesperson and a website
- Make sure that social media is being used by the organization to keep people updated
- Meet up with stakeholders, share information with them, and resolve their concerns if any
- Apologize when you are wrong, and take corrective action

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Do the following during the crisis, again this is the from the book by Prof. Payal Mehra, communicate with your employees about the crisis and how you plan to go about mitigating it. So, let your employees in, it does not hurt, tell them what is going on, tell them what is required, tell them how they might be effected, tell them how they can get out of the difficult situations. So, give them as much information as possible, seek their

support and also inform them about, how they should react when media person approaches them.

Let your employees know, what to expect, what should they do if media person approaches them and says, I need side information from you. So, your employees should have all these information and it should be consistent across different levels of the organization and list the support of the top management. And again, you may be the middle management who is responsible, but make sure that the, of course the top management will know, but get the help from the top management to deal with the crisis, get the support of the top management to help you deal with the crisis.

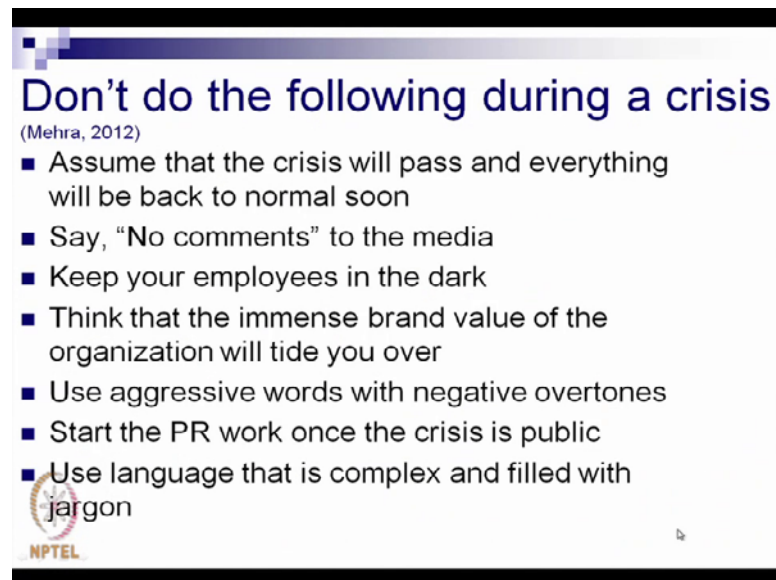
Collaborate with this CEO at all times, keep the CEO in the loop at all times, regularly update the media on events. In addition to updating your own media or your own websites, keep people posted on what is going on, of course do not encourage them to pry to your personal affairs, do not encourage them to seek out information that might be damaging potentially, damaging to your organization.

But, definitely keep them informed about the significant events in the development of the crisis, what happened, how it happened, how are you taking proactive measures to deal with it, what are you doing to alleviate the situation. Appointed designated spokesperson, it should be spokesperson, I am sorry about this spelling mistake, I am going to correct it right away. Appoint a designated spokesperson and a website, make sure that the social media, again it might have to post updates on your company's website.

It also might help to have a separate website or a separate page that is devoted exclusively to information about this crisis in the organization. Make sure that, social media is being used by the organization to keep people updated, you could have updates on face book, you could have update on twitter, you could have updates on different things. Meet up with stakeholders, share information with them, let them know use social media, use traditional media just keep a Brest with things, let people know.

Meet up with this stakeholders, share information with them and resolve their concerns if any. This is what I said, you needs to if you have a feed back page, make sure somebody is responding to it, make sure somebody is on top of it, designate one person. Apologize when you are wrong and take corrective action.

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Don't do the following during a crisis

(Mehra, 2012)

- Assume that the crisis will pass and everything will be back to normal soon
- Say, "No comments" to the media
- Keep your employees in the dark
- Think that the immense brand value of the organization will tide you over
- Use aggressive words with negative overtones
- Start the PR work once the crisis is public
- Use language that is complex and filled with jargon

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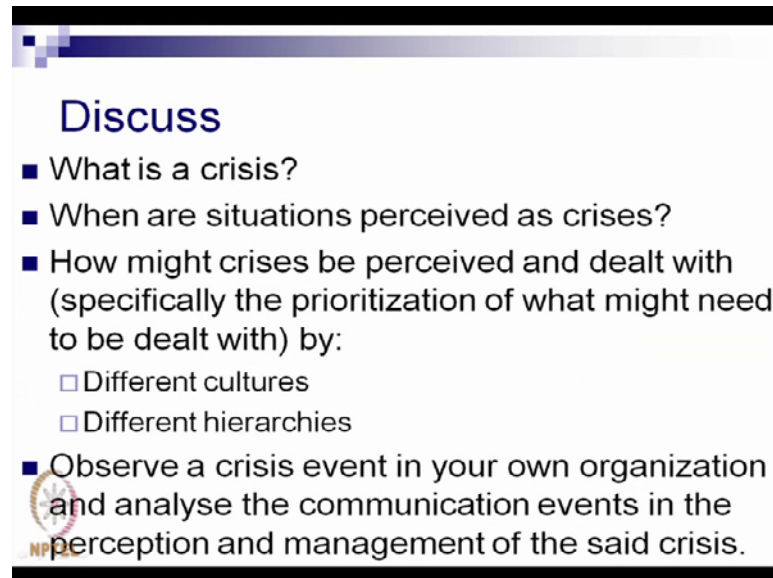
Do not do the following during the crisis, do not assume that the crisis will pass and everything will be back to normal. The crisis there to stay it comes, it takes it is stool, it results in some losses, financial, physical, emotional, all kinds of social, it results an all kinds of losses, so it will come, it will take it is stole and it will pass. So, do not assume that, the crisis will pass and everything will back to normal, you will back but then with definite deficiencies.

Do not never say no comments to the media, because the minute you say no comments, what do they do, they start digging for information, they start going to sources that may not be very reliable. So, definitely if you are in a situation, again this is a personal advise based on I have seen and read. Many times if you do not have the authority to share the information, you could may be and again this lecture is going to be upon in the public domain.

So, I am sure, the media will find somewhere to contract it, but what is usually said is, I do not have the authority to share that information or if you need to share the information, please go to this spokesperson, I do not have the authority to share the information. I do not have the information you need, my information is based on what I see on public websites, which is what you have put off. So, at that point, they really cannot say very much to you, but never say no comments, because then they know that, something else is there, which may or may not be there.

Never keep your employees in the dark, give them as much information as the need in order to deal with the crisis properly. Never think that the immense brand value of the organization will tide you over, yes the organization has a brand value, you have a brand value, but never assume that the brand value will carry you through, if you made a mistake then won up and deal with it.

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Discuss

- What is a crisis?
- When are situations perceived as crises?
- How might crises be perceived and dealt with (specifically the prioritization of what might need to be dealt with) by:
 - Different cultures
 - Different hierarchies
- Observe a crisis event in your own organization and analyse the communication events in the perception and management of the said crisis.

Never use aggressive words with, please focus on the screen thank you, never use aggressive words with negative over tones. Again do not get a aggressive with the media, do not deal with anyone, do not say bad things when you are upset. Never start the prior work once the crisis is public, crisis is out in the open at that point, do not start your public relations work. Never use language that is complex and filled with jargon why, because it will result in ambiguous interpretations, these are some of the tips that you can use to communicate effectively during times of a crisis.

Now, again I would like you to think about something, discuss what is a crisis? What are the situations that can be perceived as a crisis. How do you decide, what is a crisis, when do you decide that something is a crisis, how might crisis be perceived and dealt with specifically the prioritization of what might needs to be dealt with by different cultures, different hierarchies. People in different cultures working together, specifically people working together, how will their perception differ if they are part of the same team.

Some people will perceive one invent the crisis others will not, different hierarchies and the last part here is, observe a crisis event in your own organization and analyze the communication events in the perception and the management of the said crisis, in later what you have learnt today. And you do this and then we will comeback with some more and we will wrap up soon.

Thank you.